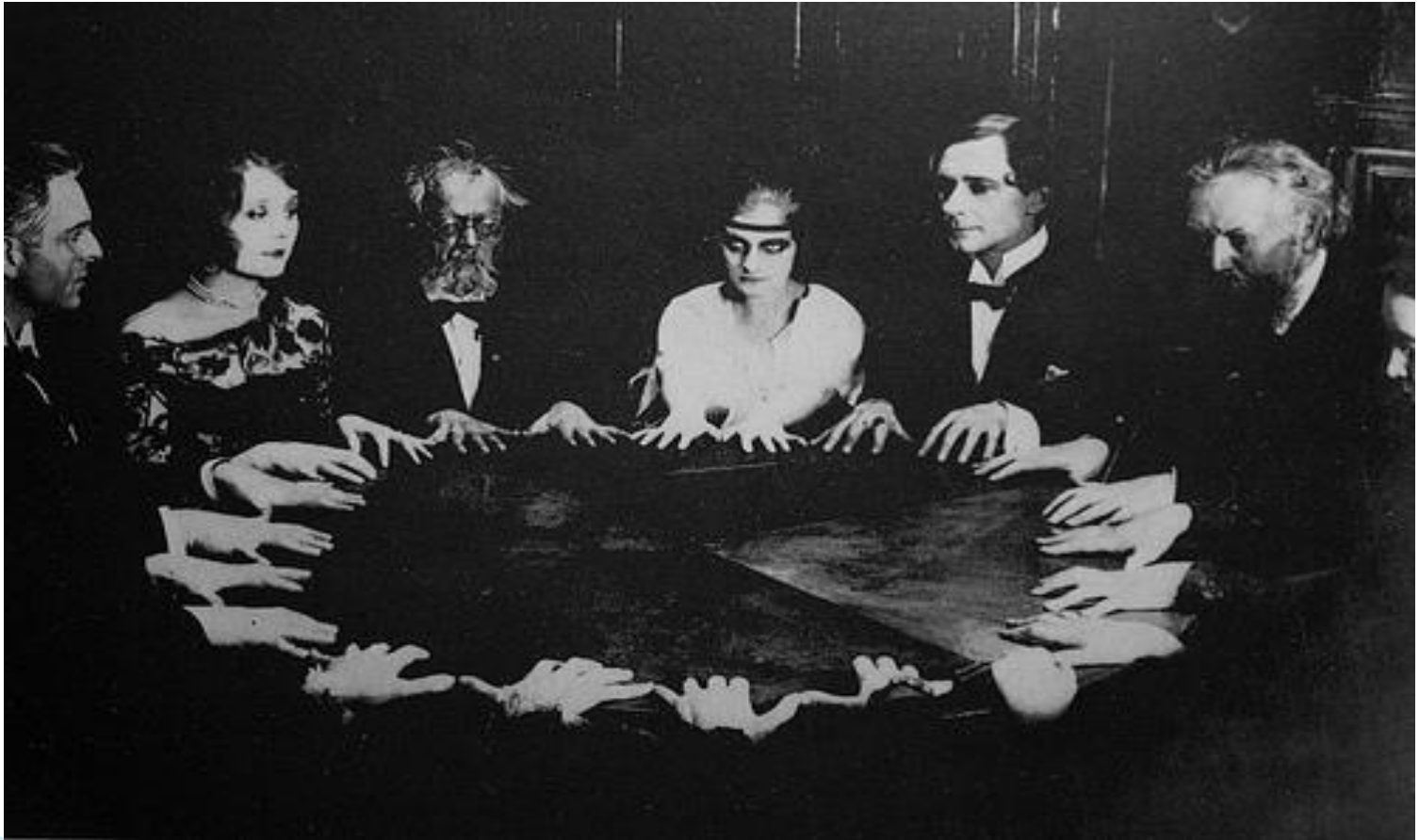


Do Line Managers hold the key to improving effectiveness of Career Development initiatives?

Tom Raftery
Former VP HR Arc International

Is this Career Development?

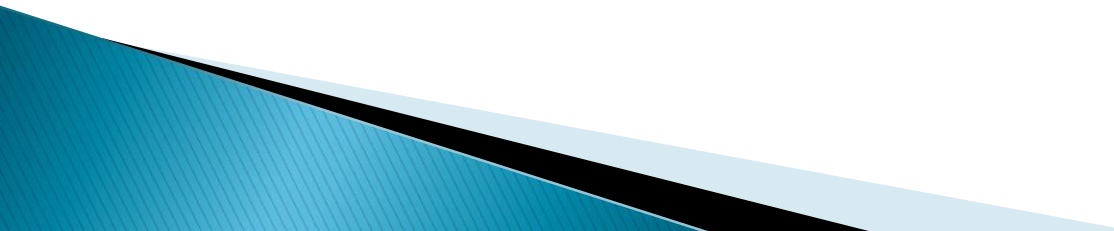


How Career Development has progressed?

From

- ▶ Progress through hierarchical rungs of management
- ▶ Paternalistic 'cradle to grave' career plan

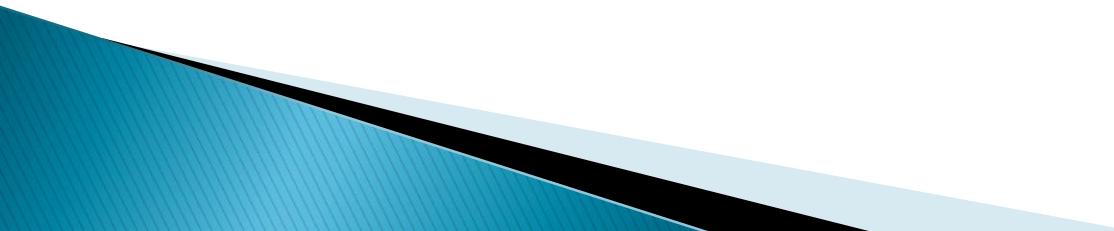
To

- ▶ Talent pipelines to build capability & broaden skills
 - ▶ Careers driven by individuals to achieve their goals
 - ▶ Move to talent pools rather than career paths
- 

How Career Development has progressed?



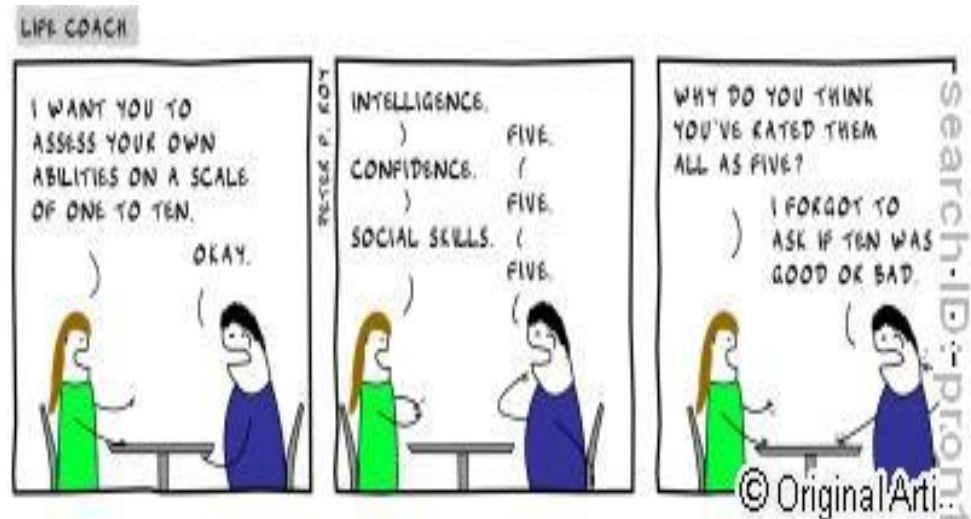
Where is Career Development?

- ▶ Focus on talent management rather than career development
 - ▶ More organisational rather than individual focus
 - ▶ Talent tends to focus on the top potential
 - ▶ Need to bring both Talent & Career management together:
 - to provide a broad range of support and knowledge for employees to make career decisions
 - Allow them to up-skill and meet organisational need for building capability
- 

CIPD Survey on Career Development

- ▶ Responsibility for career development:
 - 3% HR
 - 38% employees
 - 48% partnership between the employee and their manager
- ▶ Majority say managers don't have the skills
- ▶ Biggest barrier is lack of commitment from senior managers
- ▶ Career management seen as nice to have
- ▶ Career support being provided:
 - On current role
 - Short term development or promotion
 - Guidance on lateral moves

Managers view of Career Development?



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The role of the Manager in CD?

- ▶ Work in partnership with the employee
- ▶ Act as coach
- ▶ Facilitate the development of the employee
- ▶ Provide life long learning
- ▶ Integral part of performance management
- ▶ Its HR's role not mine
- ▶ I'm too busy
- ▶ Its up to employees to manage their careers
- ▶ Focus their career on my department
- ▶ Don't want to develop their career as they may leave

What it should be

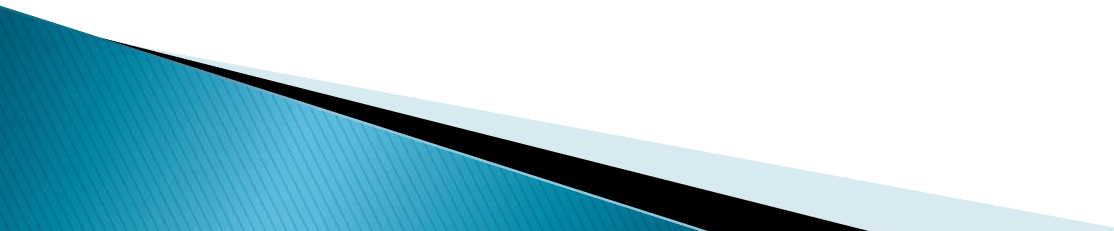
Managers view

Getting Managers involved

- ▶ Gain Top Management support and buy-in:
 - Influencing & timing
 - Benchmarking
 - Employer of Choice
 - Become 'Champions' of career development
- ▶ Understand how career development can help the business
 - Improved skills & capability – better performance
 - Meet future business challenges
 - [Business case for Career Development](#)
- ▶ Convince management on the value of career development:
 - Answer the WIIFM question?



Business case for Career Development

- ▶ Why:
 - 66% of CEOs say lack of talent and skills is their biggest challenge (PWC survey 2011)
 - ▶ Managers must recognise:
 - Organisations have to focus on building and sustaining capability
 - Employees need skills and knowledge
 - Need to invest to develop the systems, support and guidance required by employees
 - Which opens up career opportunities and
 - Maximise employee potential to deliver value
 - ▶ Highlight the cost of not doing this
- 

Getting Managers involved

- ▶ Career development aligned with personal goals and corporate objectives
- ▶ Organisation culture must value, support and reward learning
- ▶ Responsibility is shared between managers and their employees
- ▶ Managers must be accountable
- ▶ Provide resources and opportunities for employees
- ▶ Provide training for managers
- ▶ Communicate with employees



What HR needs to do – Managers

- ▶ Simple and easy to use processes and procedures
- ▶ Integrate with performance management
- ▶ Linking career development to the business, KPIs and personal progression
- ▶ Provide training and support:
 - Coaching
 - Performance feedback
- ▶ Provide information on training and support facilities



What HR needs to do – Employees

- ▶ Self assessment tools
- ▶ Clear and visible competency profiles
- ▶ Performance criteria to map progress
- ▶ Guides for personal development plans
- ▶ Catalogues of internal and external training options
- ▶ Workshops, training resources (books, videos etc) e-learning etc
- ▶ Communication of opportunities, projects, assignments



Remember

Culture eats strategy for
breakfast